

Improve the Safety of People and Property

Phase I Products for the 2007-09 Budget Development Process and Leadership Team Feedback

Products developed by the results teams were reviewed by members of the Governor's GMAP Leadership team including Fred Olsen, Deputy Chief of Staff, Victor Moore, Director, Office of Financial Management, Laurie Dolan, Director, Governor's Policy Office, and Larisa Benson, Director, Office of Management, Accountability and Performance. Their feedback is listed immediately below. This feedback is followed by the products the Result Team submitted for review:

- **Causal Factor Map**
 - Assignment to the team: Update the team's "causal map" or illustration of the key factors that affect the achievement of the result.
- **Recommended Strategies and Proposed Indicators**
 - Assignment to the team: In the past, teams have identified the high-level strategies the state should pursue to maximize results. Propose revisions to these strategies if needed. In looking at the causal map, research and evidence on proven strategies, and your assessment of performance progress to date, what are the most important strategies the state should pursue to maximize the results to citizens? Also, identify key indicators the team believes would provide the best evidence to the citizen about the success of these strategies.
- **Recommended Budget Focus Areas**
 - Assignment to the team: Submit a list of three to five recommended budget focus areas for this result area. In particular, we are looking for ideas with promise for improving results in this result area or reducing the cost of high-value, but high cost activities. OFM will issue targeted budget instructions to agencies in February 2006, asking for budget and legislative proposals that address some or all of these recommendations. These proposals will be available to teams for the prioritization work next fall.

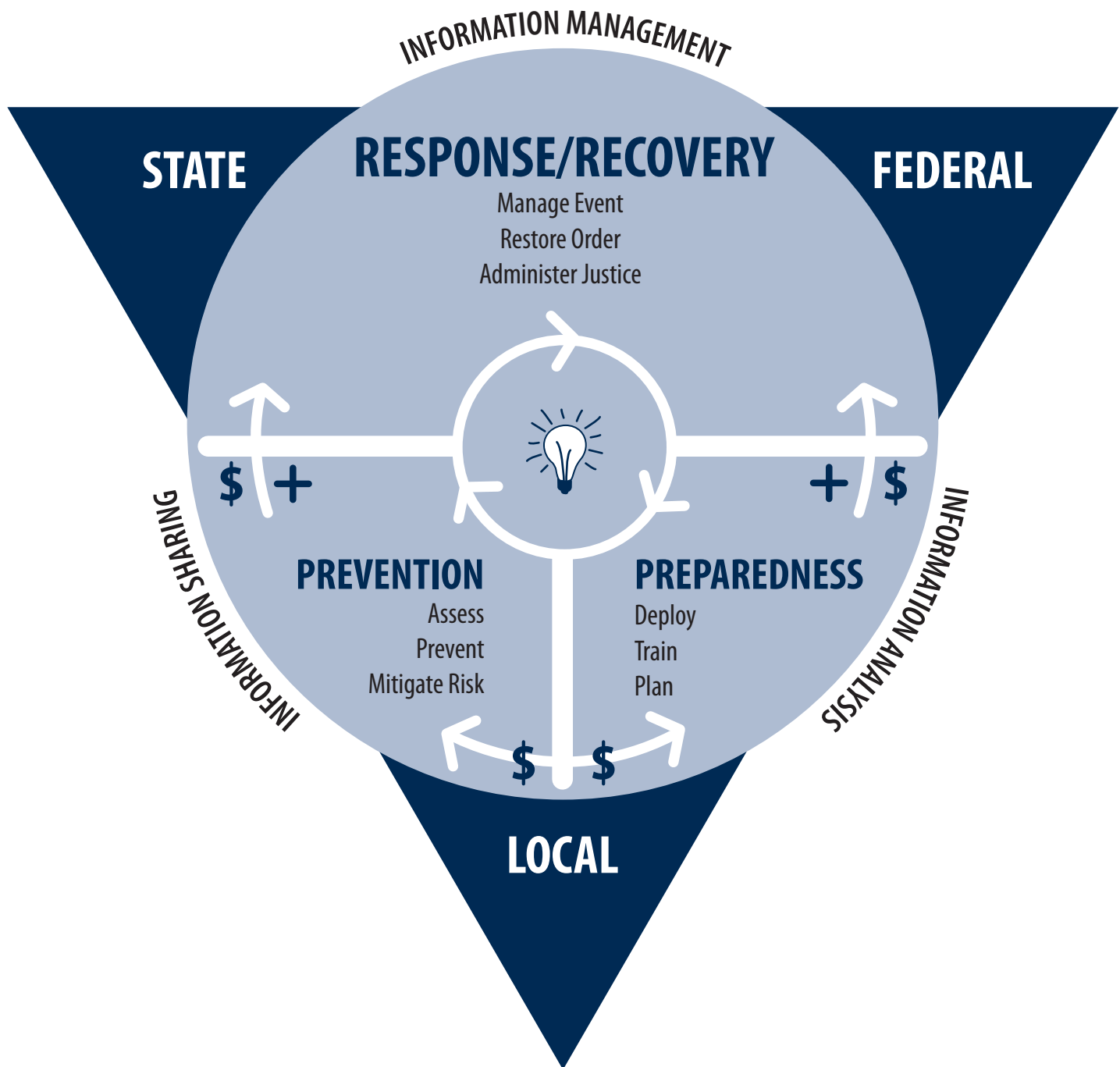
Leadership Team Feedback

- The proposed new map has a striking design and we appreciate the effort to use symbols to portray the complex and reinforcing connections between the strategies. However, we found that the design made it hard to understand the basic relationships among the causal factors and strategies. Also, we found no explicit tie between the words on the map and the strategies listed in the indicators table. This alignment is needed for the map to communicate well to others outside the team.
- The team has made a good start at indicators, particularly considering this is an area focused on prevention—a strategy in which measuring progress can be a challenge. We would like to encourage the team to transform as many as possible of the output indicators listed to outcome indicators. Other observations and suggestions:

- Consider whether recidivism works best as a statewide result indicator or a strategy indicator.
- Please try to modify or replace these output-type indicators with indicators that would measure the positive outcome of the strategy. Consider whether a citizen would understand the linkage of the indicator to the strategy.
 - Ferry passenger vehicles screened
 - Pipeline inspections
 - Conducting emergency exercises (For example, could we measure the score or assessed readiness at the conclusion of the exercise?)
 - Number of personnel completing the Basic Law Enforcement Academy
 - # of offenders completing basic skills education (For example, do we want to know the subset of these offenders that do not re-offend?)
 - # of fingerprint checks processed.
 - # of crime victims receiving benefits
- For several indicators, a percentage might provide more value than the proposed count of instances. (e.g. Seat belt usage)
- Substance abuse treatment has been mentioned by the team previously as an very important crime prevention strategy. We would like to see indicators for this strategy, particularly with the increased funding provided this biennium. Documenting success in this area could help make the case for investment in other promising prevention strategies.
- Is there a national standard for residents per responder?
- Are we tracking the % of wildfires contained at or less than 10 acres?

Proposed Budget Focus Areas

The team has proposed a number of intriguing ideas. Among them, several are most compelling: achieve statewide interoperable telecommunications, business continuity planning for agencies, risk-based licensing and regulatory activities, and identify theft prevention. The proposed budget focus area descriptions would benefit from a “plain talk” edit to translate terms-of-art to non-expert readers. We also encourage the team to be more aggressive in the area of interoperable telecommunications. How can we reduce the time it will take to complete implementation?



Ideas



Reduces Costs



Reduces Risk

Improve the Safety of People and Property Strategies and Proposed Indicators

Result	Indicators
Improve the Safety of People and Property	<ul style="list-style-type: none"> • Less preventable injury and loss of life or property due to criminal activities, accidents, and natural or man-made disasters <ul style="list-style-type: none"> • Property & violent crimes per 1,000 population • Drinking driver fatalities per 1 billion vehicle miles (GMAP) • Injury hospitalizations (unintentional) per 100,000 population • Direct insured property losses for selected insurance lines • Increased citizen confidence in their safety in the communities where they live • Selected responses to surveys

Key Strategies	Indicators
Prevent Crime	<ul style="list-style-type: none"> ▪ <i>Ferry Passenger Vehicles Screened</i> ▪ <i>Statewide crime rate (UCR)</i>
Enhance Highway Safety	<ul style="list-style-type: none"> ▪ <i>Reduction in traffic fatalities (GMAP)</i> ▪ <i>Reduction in serious injury collisions (GMAP)</i> ▪ <i>Reduction in impaired drivers (GMAP)</i> ▪ <i>Number of drivers wearing seatbelts (GMAP)</i>
Prevent Accidents and Prepare for Emergencies	<ul style="list-style-type: none"> ▪ <i>Pipeline inspections</i> ▪ <i>Conduct a minimum of ten exercises per year to determine the effectiveness of emergency management plans and training and to evaluate statewide coordination and response capabilities.</i> ▪ <i>Percent of population with Community Emergency Response Training</i> ▪ <i>Percent of population living in areas with Citizen Corps Councils (not yet tracked)</i>

Improve the Safety of People and Property Strategies and Proposed Indicators

Key Strategies	Indicators
Respond to Emergencies	<ul style="list-style-type: none"> ▪ <i>Percent of K-12 students in schools with geo-mapping completed</i> ▪ <i>State residents per emergency responder (police/fire/EMT)</i> ▪ <i>% Of total wildfires contained at or below 10 acres of DNR protected land.</i>
Enforce the Law	<ul style="list-style-type: none"> ▪ <i>% Of licensed businesses in compliance with underage drinking laws.</i> ▪ <i>Number of personnel completing Basic Law Enforcement Academy.</i>
Crime Response and Recovery	<ul style="list-style-type: none"> ▪ <i>Statewide criminal court filings.</i> ▪ <i># Crime victims receiving benefits per year</i>
Confine and Rehabilitate Offenders	<ul style="list-style-type: none"> ▪ <i>Adult recidivism rates</i> ▪ <i>Juvenile recidivism rates</i> ▪ <i>Corrections institutional / community Offender Caseload)</i> ▪ <i># of offenders completing basic skills education.</i>
Support Crime Investigation	<ul style="list-style-type: none"> ▪ <i>DNA case turnaround time.</i> ▪ <i># Of Fingerprint Checks processed through Criminal Records Division (WSP)</i>

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Recommended Budget Focus Areas

Result	Description of Proposed Focus Area	Outcomes	Affected Agencies	Suggested Lead Agency
Public Safety	Develop agency specific and enterprise level proposals to ensure continuity of operation of governmental, community, and business activities in the event of natural or man-made disasters. Proposals should include protection and replication of critical infrastructure, operational protocols, training and exercises. (e.g., NIMS)	Maintain Economic Vitality Reduce Injury Reduce Loss of Life Speed Recovery	All State, Local	DIS, Military
Public Safety	Develop comprehensive strategic plan for implementation of the state <i>Technical Implementation Plan</i> for statewide interoperable telecommunications. Planning should include, but not be limited to, issues relating to governance, financing, and asset ownership. Plan should encompass complete implementation over multiple out-biennia and long-term operational considerations.	Operational Efficiencies Reduce Loss of Life Reduce Injuries Improve Public Confidence	All Public Safety Practitioners	State Interoperability Executive Committee
Public Safety	Develop an enterprise level “all threat” public education / awareness / preparedness campaign integrating activities of federal, state, local, private and corporate activities.	Reduce Loss of Life Reduce Injury Reduce Property Loss Speed Recovery Maintain Economic Vitality	All Public Safety Practitioners	Military
Public Safety All POG Result Teams	Develop specific packages for “risk based” licensing and regulatory activities with an emphasis on expanding or improving activities based on empirical outcome indicators and/or eliminating activities that produce marginal or no discernable result	Reduce Loss of Life Reduce Injury Reduce Property Loss Reduce Risk Liability	DOL, Patrol L&I, Health	DOL

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Result	Description of Proposed Focus Area	Outcomes	Affected Agencies	Suggested Lead Agency
Public Safety	Submit proposals to advance development of integrated justice information systems allowing for streamlined data entry and management. Detail justice information integration projects and their sequencing based on the recommendations of the Integrated Justice Information Board. Propose incentives for local acquisition of data systems that are interoperable with state systems and with each other.	Reduce Crime Operational Efficiencies Improve Administration of Justice Reduce Errors	DIS, WSP, Courts, Local	Washington Integrated Justice Information Board (WIJIB)
Public Safety	Submit decision packages targeting community or population specific risks intended to improve community reintegration outcomes, reduce recidivism and generally improve social outcomes by: <ul style="list-style-type: none"> Identifying and implementing or expanding proven evidence based service delivery systems; Submit proposals for research driven, innovative, or experimental service or treatment modalities with a focus on creating “new” evidenced based service delivery systems - with an emphasis outcome metrics, cost benefit analysis and evaluation. 	Reduced Crime Rates Reduced Recidivism Economic Vitality	JRA, DOC, Local Government	DSHS
Public Safety	Develop proposals to coordinate and protect state, local and corporate data pertaining to personal information to ensure privacy and protect against identity theft, fraud and predatory behaviors. Include strategies to provide public education concerning risks and safeguards.	Reduce Crime Rates Reduce Property Loss	All	AG, WSP
Public Safety	Develop proposals to improve the security, integrity and “value” of agency data and better provide intelligent research, analysis and management.	Operational Efficiencies	DOL, All	DOL